

Customer Relation Management (CRM) and its Impact on Organizational Performance: A Case of Etisalat Telecommunication in Afghanistan

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Abstract— In the current business world, organizational performance depends on identifying, attracting, acquiring and maintaining customers in the highly intensive competition environment. This research paper identifies the problem of enhance the organizational performance through customer relationship management capabilities. Population of this research was Etisalat Afghanistan Telecommunication Company in east zone. Expected sample size was 220-. The population of this research paper are customers of Etisalat Telecom Company in east zone, Afghanistan. The data collection was done through adopt questionnaire. Organizational performance and competition intensity. Logistic regression analysis test was used for further analysis. The study of this research paper will enable organizations to make customer satisfaction, customer loyalty, customer interaction, good Relationship with their customers, help the organizations to enhance their profitability, get the competitive advantage in the market place and finally this paper would enable organizations to understand and use their Customers relation management capabilities in a good way.

Keywords— CRM, Organizational Performance, Afghanistan.

I. INTRODUCTION

CRM is very famous business management application in-order to manage customers in a good way. Companies have improved their customer's satisfaction through implementation of CRM. Customer relation management is a process of acquiring, growing and retaining profitable and loyal customers to the company. Through CRM methodology, we can identify and learn more about the needs and behavior of the customers and to build stronger relation with them. CRM integrates sales, marketing and customer service strategies, which are base on the aim to optimize the customer benefit and relationship.

The primary goal of CRM is to develop customer's loyalty and improve business performance. Some advantages of CRM are such as, Better customer

service, increase company's revenue, attract and win new customers in the market, increase the sales volume, help with the sales staff to close deal with customer easily and in a short time, make call centers services more efficient, reduce the advertising and marketing costs. The concept of CRM could be explained in following few lines. From the viewpoint of the management, CRM can be defined as an organized approach of developing, managing, and maintaining a profitable relationship with customers. By equating the term with technology, the IT organizations define CRM as software that assists marketing, merchandising, selling, and smooth service operations of a business.

As per Franics Buttle, world's first professor of CRM, the core business strategy integrates internal processes and functions, and external networks to create and deliver value to a target customer at profit. It is grounded on high quality customer data and information technology.

The primary goal of CRM is to increase customer loyalty and in turn improve business profitability. Following are some related distinct researches, which would provide more comprehensive picture to our study. Most of enterprises and organizations were thinking that technology is only factor that would presence behavior link of CRM on enterprises performance. However, researchers argue that three distinct factors highly contribute to have outstanding association with customers, namely, human, technology and eventually its process (process of organization). Over the passage of time, various organizations understood that CRM capability is highly influences the organizational performance. In other words, several literatures, which scrutinized CRM-organizational performance link, agreed upon positive association between CRM and organizational performance. Based on above-mentioned issue, we are highly motivated to have identical research in Jalalabad. The main aim of this study is to know the repercussion of CRM on organizational performance for the east zone of Afghanistan in telecom sector.

Objectives of the study would be in following manner. First, to identify and understand the Customer relationship capabilities. Secondly, identify the relationship between customer relationship management capabilities and Organizational performance. Finally, to examine the effect of education level on organizational performance with respect to customer's satisfaction.

II. LITERATURE REVIEW

Shafique et al. (2015) investigate the influence of customer relationship management on organization performance by utilizing multiple logistic regression technique to obtain his findings for analysis. The study is on Pakistan and the sample consists of 300 telecommunication employees. The researcher has collected his data through questionnaires for the study. His robust findings suggest that customer relationship management positively influence organization performance. He is in view that organizations must play a vital role for better customer relations. Author of this study has some recommendations regarding for all telecommunication companies in order to positively affect the organizational performance though adopting the CRM principle and eventually increased their profit: All telecommunication companies must instruct and teach their employee to offer and provide better and quick services to their customers.

Zaidanand Dhman (2011), examine the effect of CRM on customer acquisition, satisfaction, retention and as well decreasing of customer loss with the passage of time, this research was conducted for coastal municipalities water utility (CMWU).Delivery and collection questioners was used, respondent customers were 393 which were on the City of Rafah.the respondents customers were categorized in three groups : First, committed customers(CC).Second, partial committed customers(PCC) and finally, uncommitted customers(UCC).

The Researcher found that uncommitted customers are due to the lack of CRM principle implementation. The research emphasis that CRM adoption is significantly correlated with customer acquisition, satisfaction and decreasing the level of customer's loss. The author concentrated in developing of Customer relation management in the organization, and emphasis that organization have to keep the relation with their customers, they should deal customers complaints on time and after closing the complaints share with them and then take the feedback. The research focuses that in order to keep the relation with the customers it is better to involve them in future strategy of the

organization and establishing continues connection with them.

Kordalipoor et al. (2015) Concentrated on the importance of the CRM in the organizations. CRM is a modern business and management concept for the organizations which focuses on customers, this study also mentioned that customers is one of the important resources for the organizations development and success. In the current competitive market, it is very important for the organization's success and survival to be customers centric, they should be responsive to the customers and meanwhile they should not just provide only what customers need, but also anticipate the need, wants and desires of the customers, and be prepared to deliver before customers even know of their needs. This research examine that customers are central resource of the companies without which the company cannot reached to their goals and objectives. Customer relation management is a continue process of learning which enhance company's knowledge and understanding of the customers.

Coltman et al (2010) scrutinize customer's relation management and its impact on the firm's performance. Hierarchical constructed model is utilized to obtain the analysis. The result of the study shows that CRM capability is positively associated with firm's performance. CRM is suffering when it is poorly understood, improperly applied and incorrectly measured and managed. The study explains that organization can create the superior CRM capability when they combine investment commitment in human, technology and business capabilities.

Mohammad (2014)Investigate the impact of customer relation management on small and medium enterprises in Malaysia, The researcher used conceptual model for SME, and emphasis in the importance and implementation of customer's relation management in SME organizations. Customer relation management is getting more and more key strategy for small and large organizations, in order to enhance and establish valuable performance.

The purpose of this paper is to present a conceptual framework for Which Malaysia's SME organizations adapt the elements of CRM practices with Particular reference, which affect organizational Performance.

Nwokah and Didia (2015) investigate effect of customer relation management on marketing performance, in some food and beverages firms in Nigeria. This study was done when non-

implementation of an effective CRM is observed in some food and beverages firms in Nigeria. The sample unit of this study is employees of the subjected food and beverage firms in Nigeria. The study was designed to determine the correlation between CRM and MP. The study found that there is significant relation between the CRM and marketing performance (MP). The researcher has some recommendation base on the research finding, which will be stated as bellow:

Firstly, It is recommended that the Food and beverage industry in the Nigeria have to improve the practice of CRM. Secondly, every employee of the food and beverages firms in Nigeria must be conversant with CRM Variables. Finally, It is emphasized that management must motivate the marketing team to analyze customers' need, seek to satisfy them and try to adapt the product according to the needs of customers, meanwhile to react to competitors actions and responses.

Mohammad (2013) scrutinize the customer's relation management in Indian telecom sector, it was the time when Indian telecom has been met with competitive pressure after deregulation start in India. The telecom industries struggle with complex issues of new technologies and value added services through continuous innovations because many industries were affected by churn phenomenon, it was extremely considerable problem in Indian telecom sector. According to one of the survey, operators were losing 24 per cent of their customers per year, this churn rate and switching was for some various reasons but the main reason was due to not implementation of CRM capability .this study emphasis and explore the kind relationship marketing strategies that Indian telecom industries is pursuing in today's rapidly changing and highly competitive environment and its effect on customer's satisfaction ,loyalty, retention and to improve product and services quality.

This research investigates the importance of CRM and its effect on organization success by comparison between the Indian telecom sector at (Airtel) and the Iraqi telecom sector at (Zain). the finding of the research is as bellow. Firstly, both Airtel and Zain implement the CRM and E-CRM in their companies in order to keep the customers retain and satisfy, as both well understand how the customers are valuable for them. Secondly, Airtel divided its CRM into four parts according to the profile of the customer but Zain had not divided its CRM. Thirdly, according to customer base and revenue, Airtel is way ahead from Zain.

Finally, Zain provides employment to 6000 people while airtel provide employment to 21300 people. 6. Airtel purchased Zain mobile operation in 15 countries.

From the study it can be compared that airtel is way ahead in employment, customer base, review and has divided its CRM with four parts hence is better than Zain. Zain and Airtel understand the importance of being aware of customer needs and reacting to them effectively. The CRM and e-CRM projects help Zain and Airtel to understand, foresee and respond to the needs of its customers, which ultimately will lead to improved customer performance. Now both offers diversified services and products to customers with diverse needs and expectations. This comparison shows clearly that Airtel is doing well from customer base but Zain providing good services to the customer, its customer loyalty is more, and less people leave the service because Zain not only provide good service to their customer but also provide extra benefit at no cost. While in Airtel the customer are sometime bother from their problem, which they are facing and customer care representative are not able to deal and serve them and they did not provide the solution to their customer immediately. If we Compare Customer Releation Management of Zain so it is good then Airtel. However, in whole Airtel is far away from Zain because it is third largest telecommunication service in the world and it also purchase Zain operation in some of the countries.

Feldt (2010) investigate the Customer Relation Management and its impact on customer's satisfaction, loyalty and retention, the research was conducted in B2B Firms in order to better understand the CRM and its importance. The study shows that under the CRM Implementation if Firms meet request and needs of the customers it will have positive effect on customer's satisfaction and on loyalty and retention of customers, so as per the study there is strongly positive relation between CRM and organizational performance or the organization performance can be effected by CRM.

The research finds out that one of the biggest benefits of CRM is to give organization over all control and own of the customer's information. Using of CRM of the organization will help new employee to the organization to easily read up all information about customers, which will enhance the efficiency of the organization. The authors conclude some results for his research as bellow. Firstly, Information has to be captured at every customer's interaction in order to build a complete customer view. Secondly, majority of

the customer touch points are outside the sales department. Eventually, there are no set stages customers pass through, customers are instead dealt with on a continuing basis where problems are solved as a team.

The objective of CRM is to create a customer-oriented organization that maximizes customer value and long term organizational profitability through realization of mutual beneficial, durable relationships with customers (Zablah et al, 2004; Shah et al, 2006; Chen &Popovich, 2003). With a CRM approach the organization is able to treat its customers on an individual and unique basis (Bose, 2002). CRM means the creation of a long-term, mutually beneficial business relationship between an organization and its customers, where the organization may intimately know and serve every customer in addition to understanding and anticipating the wants and needs of current and future customers.

CRM identifies new opportunities for organizational expansion and improvement of student customers' value, satisfaction, and retention (Grant & Anderson, 2002). "The business approach of [CRM] uses the latest information technologies to maintain intense communication with customers, as well as to gather and utilize data regarding their needs and desires" (Schermerhorn, 2008). CRM is the process of learning as much as possible about customers and doing everything you can to satisfy them – or even exceed their expectations – with goods and services over time" (Nickels ,2008). Finally, customer relationship management is an information technology system that gathers and utilizes customer information for the organization so that the organization may anticipate customer wants, need, and desires and thereby building lasting customer business relationships (Schermerhorn, 2008).

CRM is a strategy that uses information, including the wants and needs of the customers, to establish rapport with the customers and engender a dedicated, stronger relationship with individual customers and into long term business partnerships and vendor/business relationships (Dickie, 1998). Fathy (1999) commented: CRM is all about understanding the customers' needs and leveraging this knowledge to increase sales and improve service. CRM blurs the boundaries between sales and service, and unifies a company's activities around the customer. The overarching goal is to increase customer share and customer retention through customer satisfaction. In other words, CRM is the strategic concept that can provide the strategic to

help the enterprises, and the objective of CRM can be analyzed in three aspects that are improvement of efficiency, development of market and customer retention. (Shao and Yu ,2004)

The use of CRM can result in a wide range of benefits for a business such as; value enhancement, improved effectiveness, innovation, and service improvement. Potential goals for CRM are to increase customer retention and loyalty, achieve higher customer profitability, create value for the customer, customize products and services, have lower process, and provide higher quality products and services (Kim, Suh, Hwang,, 2003).

The way organizations approach their customers is changing over time. A rough distinction in business approaches can be made between product orientation and customer orientation. Being customer oriented is becoming of more interest by organizations, because these organizations are able to improve their customer relationships. Thereby they create more loyal and satisfied customers which results in better organizational results in the short term and long term (Chen &Popovich, 2003).Organizations develop relationship management programs to improve relationships with their customers (Campbell, 2003), for example by using relationship marketing instruments as loyalty programs and direct mailings (Verhoef, 2003).To execute those programs successfully, internal organizational factors need to be involved and adapted (e.g. Keramati et al, 2010; Zablah et al, 2004; Lindgreen et al, 2006). Therefore, Chen and Popovich (2003) "suggest „alignment of people, processes and technology within an enterprise wide, customer driven, technology integrated and cross functional organization. "

Bose(2002) noted that CRM was invented because the customers differ in their preferences and purchasing habits . If all customers were alike, there will be little need for CRM. As a result, understanding customer drivers and customer profitability, firms can better tailor their offerings to maximize the overall value of their customer portfolio (Chen and Popovich) . The attention CRM is currently receiving across businesses is due to the fact that the marketing environment of today is highly saturated and more competitive (Chou et al, 2002). According to Greenberg(2004), CRM generally is an enterprise-focused endeavor encompassing all departments in a business . He further explains that, in addition to customer service, CRM would also include, manufacturing, product

testing, assembling as well as purchasing, and billing, and human resource, marketing, sales and engineering.

Chen and Popovich(2003) argued that CRM is a complicated application which mines customer data, which has been retrieved from all the touch points of the customer, which then creates and enable the organization to have complete view of the customers. The result is that firms are able to uncover and determine the right type of customers and predicting trend of their future purchases. CRM is also defined as an all-embracing approach that seamlessly integrates sales, customer service, marketing, field support and other functions that touch customers (Chou et al, 2002). They further stated that CRM is a notion regarding how an organization can keep their most profitable customers and at the same time reduce cost, increase in values of interaction, which then leads to high profits.

However, while academics debate the subtleties of various definitions, the practitioners have developed a wealth of applicative papers analyzing the concrete challenges and opportunities of implementing the systems (Bacuvier et al. 2001).

CRM in some firms is considered as a technology solution, considering of individual databases and sales force automation tools and sales and marketing functions to improve targeting effort. Peppers and Rogers (1999) argued that other organizations view CRM as a tool, which has been particularly designed for one-to-one customer communications, which is the function of sales, call centres or the marketing departments. Accordingly Frow and Payne (2004) added that CRM stresses two-way communication from the customer to the supplier to build the customer over time. Advances in technology particularly the Internet have enhanced the two-way communication greatly.

In term of information technology (IT), CRM means an enterprise –wide integration of technologies working together such as data warehouse, web site, and intranet/extranet, phone support system, accounting, sales, marketing and production. Kotler(2000) assured that CRM uses IT to gather data, which can then be used to develop information acquired to create a more personal interaction with the customer. In the long-term, it produces a method of continuous analysis and reinforcement in order to enhance customer's lifetime value with firms.

Goldenberg (2000) believes that CRM is not merely technology applications for marketing, sales and services but rather when it is successfully implemented ; it enables firms to have cross-functional , customer-driven , technology-integrated business process management strategy that maximize relationships. Chin et al (2003) stated that that due to many technological solutions available for CRM automation, it is often misconstrued as a piece of technology. However, they maintained that in recent times, many companies have realized the strategic importance of CRM, and as a result, it is becoming a business value-effort rather than technology- centric effort.

Mecha et al (2015) study Effectiveness of Customer Retention Strategies, in banking sector, The result found that there is positive relation between customers retention and commercial banks .The study established that employee training, product innovativeness were perceived as effective as well. Firms need to analyze their customers before coming up with retention strategies. Banks need to come up with ways of rewarding the sales force for retaining customers. Organizations should endeavor to create value for their customers. or the study recommend the implementation of retention strategy in order to remain relevant with the competitive market. The Managers of 44 banks were considers as population and the data collected from the entire population.

Abu Amuna et al (2017) study Understanding Critical Variables for Customer Relationship Management in Higher Education Institution from Employees Perspective. The study conducted at Al Quds Open University in Palestine. Questioners collected data from 300 respondents; correlation coefficient method is used for data validity and reliability, correlation using Cronbach's alpha, and Frequency and Descriptive analysis. The result of the study shows that E-CRM positively influences the effectiveness of QOU.

Puri1 et al (2017) Study customers relation management model in management institute of panjab, the study revealed that there is positive association between the CRM and students satisfaction, it also positively affect student's loyalty and retention. The result of this study could help the education institution to realize the importance of CRM practices to increase Customer satisfaction, customer loyalty and retention. Respondent were student of the university. Study conducted quantitative method based on analysis of the statistical data gathered from the distributed questionnaire to students

Greenberg emphasized that CRM can increase the true economic worth of business by improving the total lifetime value of the customer, adding that successful CRM strategies encourage customers to buy more products, stay loyal for longer periods and communicate effectively with a company. CRM can also ensure customer satisfaction through allocation, scheduling and dispatching the right people, with the right parts, at the right time (Chou et al., 2002).

Curry and Kkolou (2004) refer to the major benefits and reasons for adoption of CRM, which include: customers from the competition will come prefer the organization; a simplified, customer – focused internal organization will simplify the infrastructure, shrinking the workflow and eliminating non-productive information flow; and profits will increase from satisfied customers, which will lead to more compact & focused company. There are some companies that adopt CRM systems just because it is the most advanced technology and they think they should have it since their competitors have it (Chou et al.2002

III. RESEARCH METHODOLOGY

A. Research Design

This research was based on quantitative research approach and researcher has selected the research design base on correlation. The reason that is that customer relation management capabilities have correlation with the organizational performance .Data was collected through online and offline questionnaires. Researcher was Interact maximum respondents to obtain data. Population was very important in any research study. Therefore, the populations of this study will be the telecom sector in east zone of Afghanistan. Questionnaire was developed which hold the complete information relating to this research study. In this research random, sampling technique for data collection was used.

B. Research Strategy

As it is most important for every research study, that first of the entire researcher should design and plan the research strategy. Therefore, the current study has also made a research strategy, which will be explained shortly as bellow: The population for this study is telecom sector in the east of Afghanistan. The respondent of this study included Etisalat Afghanistan customers in east zone and data collection is done though questionnaires using different communication tools, for instance, emails, mobile, face book, face-to-face, interview and etc. The sample size for this research paper is 220 respondents. The collected data

has been organized in excel separate sheet and after the principle component analysis (PCA) is applied. It is worth mentioning that for further analysis STAT computing packages was utilized to estimate our two models. Binary logistic estimation techniques were used in our study to examine the influence of independent variable on dependent variable.

C. Population and Sample

Population is the whole field about which a researcher was going to be conducted. Population is most important for every research study. The population of this research study will include customers of east zone, Etisalat Afghanistan. It is much difficult to take the data from the whole population that is why random sampling technique is used for this research paper, in this technique samples are selected, randomly, which were easily available to respond. The sample size for this research paper is 220 customers of Etisalat Afghanistan Telecommunication Company in the east zone.

D. Data Collection

For the data collection, the researcher will visit the Etisalat telecom company in east zone and will distribute the designed questionnaires to the respondents (customers) they will fill the questionnaire and return back to researcher, At the same time an alternative way of online questionnaire will be send to respondent and will confirm back to researcher, it will allow the respondents to fill it in a free time with more care. The respondents will be follow-up by email, phone etc for the confirmation of the feedback.

E. Model Specification

For the purpose data analysis, various statistical tools and techniques will be used for data analysis. To investigate relationship between CRM and performance logistic regression will be used as statistical tool. While Regression modal as statistical tool was used to examine the impact, CRM and firm Performance in telecom sector in Nangrahar region. For the Purpose of regression analysis following modal was developed.

$$OP = \alpha + \beta_1 CS + \beta_2 CL + \beta_3 CI + \beta_4 CR + \varepsilon \dots \dots \text{i}$$

$$OP = \alpha + \beta_1 CS + \beta_2 CL + \beta_3 CI + \beta_4 CR + \beta_5 Educ \times CS + \dots \dots \text{ii}$$

where, OP denotes organizational performance, CL shows customer loyalty, CS denotes customer satisfaction, CR reflects customer retention, CI denotes customer interaction.

| Variable | n | Mean | Std.Dev | Max |
|----------|-----|-------|---------|-------|
| CS | 220 | 0.004 | 0.495 | 0.880 |
| CR | 220 | 0.979 | 1.760 | 5.997 |
| CL | 220 | 0.612 | 1.601 | 3.805 |
| CI | 220 | 0.783 | 1.755 | 5.931 |

Table 1: Descriptive Statistics

IV. RESULT AND FINDINGS

a. Descriptive Statistics

In Table 1, it is presented that there are four variables in the analysis with 220 observations for each variable. The minimum values for customer satisfaction is -1.28 and its maximum value is 0.880. The mean value for customer satisfaction is 0.004. Similarly, for the customer's retention with having the same observation the maximum value is 5.997, minimum -2.717 and the mean value 0.979. For the third Variable, which is customer loyalty the maximum value, 3.805 and minimum value -2.624 the mean value is 0.612, for the last variable, which is customer's interaction maximum value 5.931 and minimum, value according to Table 4.1 it is -2.572 the means value is 0.783.

b. Correlation Matrix

Table 2 clearly shows the relation among independent variables. Beside this, the table also indicate that how independent variables are correlated with dependent variable. Customer satisfaction variable indicate that it is 11 percent correlated with dependent variable. Similarly, customer interaction is also correlated at 3.8 percent with sales of Etisalat Afghanistan. From the bellow table we observe that customer loyalty is also correlated with dependent variable (Sales performance) at 22 percent.

According to table 03, it is well depicted that customer retention is also correlated with the sales performance of Etisalat at 15 percent. In precise, one can say that there is no problem of multicollinearity and autocorrelation. The reason is that relation among independent variables is less than 70 percent.

| | Sales/OP | CS | CI | CR | CL |
|----------|----------|------|------|------|------|
| Sales/OP | 1.00 | | | | |
| CS | 0.11 | 1.00 | | | |
| CI | 0.03 | 0.07 | 1.00 | | |
| CL | 0.22 | 0.29 | 0.06 | 1.00 | |
| CR | 0.15 | 0.41 | 0.61 | 0.11 | 1.00 |

Table 2: Correlation Matrix

| Variables | Cronbach's Alpha | Valid Cases |
|-----------|------------------|-------------|
| CS | 0.73 | 220 |
| CL | 0.71 | 220 |
| CI | 0.72 | 220 |
| CR | 0.78 | 220 |

Table 3: Reliability Test

c. Reliability Test

We have utilized Cronbach's reliability test for our questionnaire whether our questionnaire is reliable and accepted. This test is considered the most appropriate test for reliability of the questionnaire. If the value lies between 0.65 and 0.75, then one can say that there is reliability of the questions quoted in questionnaire. However, if it is greater than 0.75 than it means that is more outstanding and highly accepted. The alpha of customer satisfaction is 0.73 percent which implies that our questions for customer satisfaction variables are reliable and acceptable because its alpha value is greater than 0.65 beside the value of other customers also above of 0.65 which shows that these variables are reliable and acceptable.

d. Regression Result

In model 01 depicted in Table 4 actually demonstrate our baseline model of the study. Our aim is to examine that how Customer relation management influence the performance of Etisalat telecommunication section in east zone. In mode 01, this is well depicted that customer satisfaction positively affects the sales of Etisalat. Beside this, the coefficient of customer satisfaction is highly significant at 1 percent. The coefficient of customer satisfaction is 2,956 which clearly depict that one percent increase in customer satisfaction would cause sales to enhance by 2.956 on average. The result of this variable is in line with Duyguand (2012), Similarly, this result is also in line with the second hypothesis of this paper (Customer satisfaction positively affect organizational performance) .meanwhile, Model 01 shows that there is positive relation between customer's loyalty and sales performance of etisalat Afghanistan; from the table 4.4 it is observed that customer's loyalty is significant by one percent. The coefficient of customer loyalty is 1.870 percent, which explains that 1 percent increases in customer's loyalty will enhance the sales volume by 1.870 on average; the result of model was is in line with Joshi (2015).The result of this variable is line with the Fourth hypothesis which is (customer loyalty positively affect organizational performance).

The result of table shows that customer's interaction positively associated with sales performance of Etisalat Afghanistan, it means that if customer's interaction

increases by one percent, it will positively affect the sales figures of Etisalat at 0.807 in average, so the result is in link with the research hypothesis (Customer interaction positively affect organizational performance). Equivalently, customer's retentions another independent variable in model 01, which is positively linked with Etisalat performance, the coefficient of customer's retention, is highly significant at 1 percent. This implies that if there is 1 percent increase in customer's interaction, the sales performance will be positively affected and will be increased average by 1.752. This result is a line with the Stewart (2005) and also with the No eight hypothesis of this research paper (Customer retention positively affect organizational performance).

The R-Squared of model 01 obviously depict that 49 percent variation in sales of Etisalat Corporation is due to our four independent variables quoted above in model 01. Beside this, this value of R-square also shows that our model is fit. To check the significance of overall model, we need F-statistics. The F-Statistics of model clearly indicate that over all model is significant and good because the probability of F-Statistic is less than five percent.

In model 1 depicted in table 4.4 actually demonstrate our baseline model of the study. Our aim is to examine that how Customer relation management influence the performance of Etisalat telecommunication sector in east zone. In model 02, this is well depicted that customer satisfaction positively affects the sales of Etisalat.

Beside this, the coefficient of customer satisfaction is highly significant at 1 percent. The coefficient of Customer satisfaction is 1,489 which Cleary depict that one percent increase in customer satisfaction would cause sales to enhance by 1,489 on average.

Model 01 shows that there is positive relation between customers loyalty and sales performance of Etisalat Afghanistan, from the above table it is observed that customers loyalty is significant by 1.966 percent which explain that when 1 percent increase accrue in customers loyalty it will enhance the sales volume by 1.966 on average.

Similarly, the result shows that customer's interaction positively associated with sales performance of Etisalat Afghanistan, it means that if customer's interaction increases by one percent, it will directly positively affect the sales figures of Etisalat and 0.744 in average will increase the sales.

In table 4.4 model 2 results designate that customers retention which is the independent variable of the this research papers also positively linked with etisalat performance, the coefficient of customers retention is highly significant at 1 percent, it means that if there is 1 percent increase in customers interaction, the sales performance will be positively affected and will be increased average by 1.926 Furthermore, In second model analysis we have considered Education \times Customer Satisfaction as another independent variable of the research, the result find out that the level of education also can positively affect the sales performance of Etisalat Afghanistan. The results demonstrate that 1 percent increase in education level will enhance the sales performance by 1.709.

The R-Squared of model 02 obviously depict that 52 percent variation in sales of Etisalat Corporation is due to our four independent variables quoted above in model 02. Beside this, this value of R-square also shows that our model is fit. To check the significance of overall model, we need F-statistics. The F-Statistics of model clearly indicate that the model, which is developed for this research paper, is significant and good because the probability of F-Statistic is less than five percent.

| Variables | Model 01 | | Model 02 | |
|---------------|--------------|-------------|------------------|-----------|
| | Simple Model | Coefficient | Interaction Term | Std.Error |
| CS | 2.956*** | 1.905 | 1.489*** | 3.141 |
| CL | 1.870*** | 0.550 | 1.966*** | 0.575 |
| CI | 0.807*** | 0.328 | 0.744*** | 0.334 |
| CR | 1.752*** | 0.533 | 1.926 *** | 0.604 |
| E \times CS | - | - | 1.709*** | 0.882 |
| Constant | | | 8.880*** | 2.185 |
| R-Squared | 0.49 | | 0.54 | |
| F-Statistic | 36.98 | | 41.22 | |
| Probability | 0.00 | | 0.00 | |

V. CONCLUSION AND RECOMMENDATIONS

The result of this paper has found that CRM performance is very important for all telecom organizations to improve their performance and increase profitability. It also emphasis that the telecom companies should consider and focus on customer's satisfaction, customers loyalty, customer interaction and customer interaction as very important factors of CRM implementation .nevertheless according to the finding, it has found that for an successful implementation of CRM the commitment of the management is needed. Our strongly finding suggest

that customer satisfaction positively affect the organization performance. This implies that higher the customer satisfaction would lead Etisalat telecommunication sector to high profit and it's vice versa.

Beside this, customer loyalty and customer retention is other factor that could affect the sales and profit of Etisalat. The customer who are using and stick to Etisalat, could enhance the profitability and sales of the concern organization (Etisalat) . Finally, our result also found that customer interaction is a necessary tool for etislat to increase their sales and profit. All these results are in line with several other papers such asshafiq et al (The impact of customer relationship management capabilities on organizational performance; moderating role of competition intensity), Fadil (2013) who study Customer Relationship Management in Telecommunication Industry, Comparison Between (Airtel) And (Zain). Further, the results of our study are also in line with our constructed hypothesis of the study. The finding of this research paper can be useful and effective tools for the managers and other staff of all telecommunication companies in Afghanistan and other countries of the world as well.

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